

DATE: 30 April 1973

OTR COURSE EVALUATION SUMMARY

TITLE: Selection Interview Workshops
FACILITY: Psychological Corporation

The following is intended to provide potential users with a working appraisal of the attached announcement.

1. Previous experience shows that the course is:

☐ Excellent

☒ Satisfactory, meets minimum requirements

☐ Not recommended

2. ☐ OTR has no previous evaluative material.

3. While no evaluation of this specific course exists, other experience with this facility is:

☐ Excellent ☐ Good ☐ Fair ☐ NA

4. The tuition, compared with similar courses, is:

☐ High ☒ Average ☐ Low

☐ OTR has no basis for comparison

5. ☐ Although unevaluated, the material is being forwarded because no negative factors are known; but the course may be of value in filling requirements not otherwise satisfied.

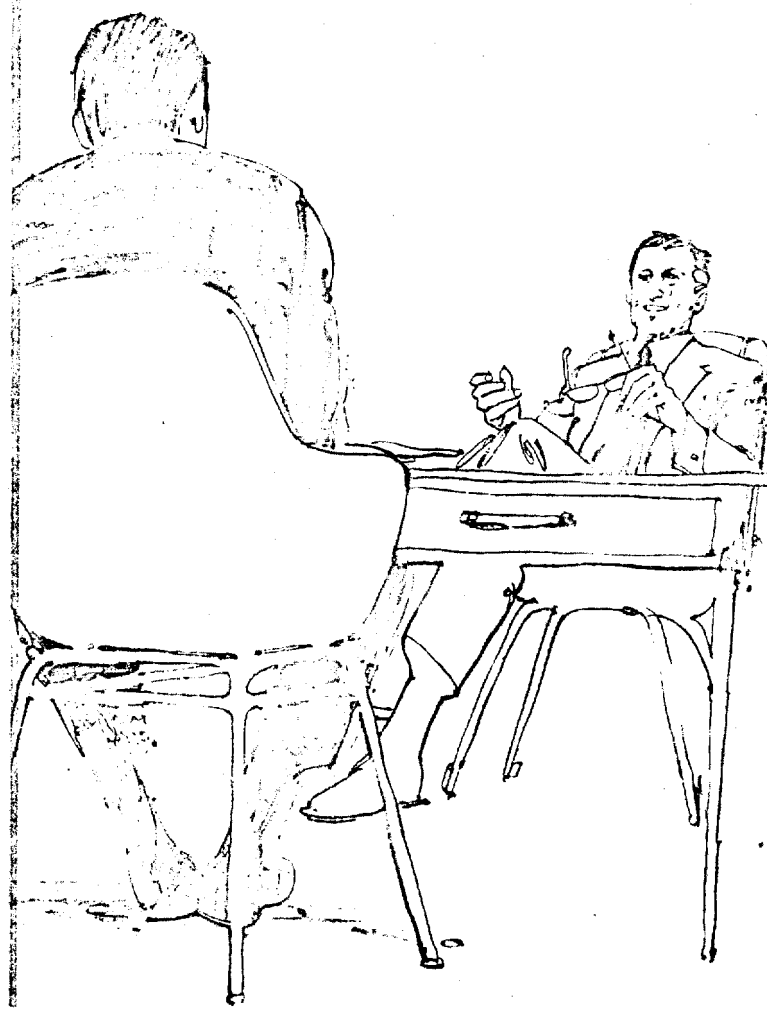
6. Excerpts from student evaluation reports:

"The class was made up of men and women from Personnel Staffs of industry, except for two from our Agency. The presentation concentrated primarily on method and technique...The workshop, under the existing conditions, would have been more profitable if the class had been about half the size it was...I felt we brought away with us some details of the selection interview that contributed to the sharpening of our techniques."

THE PSYCHOLOGICAL CORPORATION
ANNOUNCES ANOTHER SERIES OF

SELECTION INTERVIEW WORKSHOPS

TO BE HELD IN MAJOR CITIES
THROUGHOUT NORTH AMERICA



THE SELECTION INTERVIEW WORKSHOP

Purpose: Because of the pressing need of business, government, and non-profit institutions for qualified personnel, the Selection Interview Workshop was developed to train participants to conduct employment interviews and to interpret the results accurately, efficiently, and economically.

Side Benefits: In addition to these primary functions, participants report that substantial improvement is often obtained in:

- Oral and written communications
- Social sensitivity and effectiveness
- Self knowledge or insight
- Awareness of development needs
- Leadership Capabilities

Area of Concentration: Although the Selection Interview is stressed in the Workshop, the principles and techniques applied in selection are applicable to other interviews such as: college recruitment—coaching—career development—performance appraisal—disciplinary—exit. Two separate workshops, the Basic and the Advanced, are offered for persons with varying degrees of interviewing background.

Who Should Attend: The Basic Workshop, which is most popular, is of value to any person who interviews, whether he be in a supervisory, managerial, or staff position. It can serve as a "how to" course for training someone who has not had any previous experience in interviewing, or as a "brush up" or refresher for the seasoned interviewer. Because the knowledge and skills gained in this type of interview training have use in many other human relations situations, this Workshop may serve to improve one's general effectiveness in dealing with people. Those who have completed the Basic Workshop or have had one year or more of experience in interviewing can enhance their interviewing knowledge and skills by taking the Advanced Workshop.

What is Included: Through formal presentations, discussions, small group interactions, demonstrations, and exercises, the following topics are covered in the Basic Workshop:

- The high cost of poor selection
- Objectives and limitations of the interview
- Preparing for the interview
- Initiating a friendly beginning
- Getting the interviewee to talk
- Gaining the interviewee's confidence and cooperation
- The art of asking meaningful questions

- Effective listening
- The importance of non-verbal behavior
- Making maximum use of interview time
- Successfully closing the interview
- Avoiding common interview errors
- Appraising key strengths and weaknesses
- Analyzing career patterns
- Organizing and interpreting interview findings
- Application of principles to various types of interviews
- Special interest groups, including minorities
- EEOC and the interview

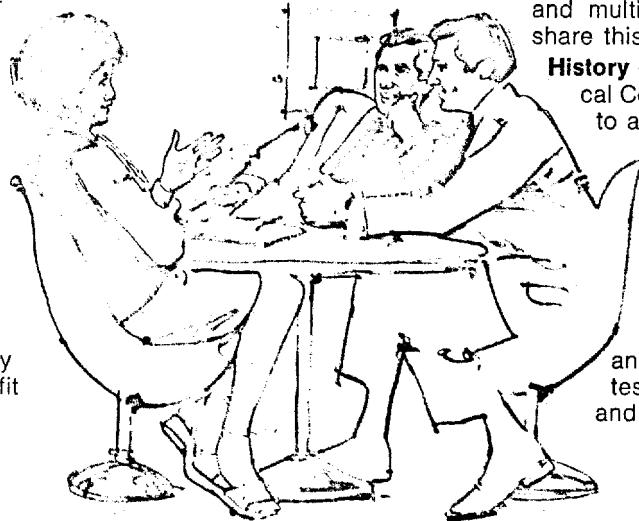
Except for a quick review of the above, emphasis in the Advanced Workshop is placed on in-depth interviewing and supervised practice.

Approach: Our leaders practice what they preach. As professional interviewers, they exemplify in their teaching the techniques and principles of good interviewing such as:

- gaining rapport
- eliciting information
- giving positive reinforcement
- structuring and guiding the discussions
- clarifying issues and
- establishing an accepting social climate where a frank exchange of ideas occurs with a minimum of anxiety

Various teaching methods are employed to capture and maintain interest and to involve the participants both intellectually and emotionally. The sequence of events gradually leads the trainees, step by step, through the techniques of interviewing and interpretation with emphasis placed on "learning by doing" and practical application. In a pleasant and informal atmosphere, the participants absorb the fundamentals of interviewing and achieve skill in putting them into practice. With the guidelines provided, they develop their own individualized, but effective style of interviewing which can be used in purposeful conversation.

Scope of Workshop: Our Workshops have been presented more than 175 times over a five year period. They have attracted participants from all 50 states plus several foreign countries. More than 700 organizations have been represented, ranging in size from the very largest corporations, government agencies and professional associations to relatively small business firms and non-profit institutions.



Effectiveness: Proof of the high regard in which this Workshop is held and its lasting value is that over 75% of the participants come from organizations which have previously sent people to The Psychological Corporation for interview training. Anonymous evaluations completed immediately after the Workshop and in 3 to 12 month follow-up studies reveal that 70% of the participants rate the Workshop a "1" or at the top of a 5-point scale and 25% a "2". Should you wish an independent judgment of the quality of our training, we shall be pleased to furnish you with the names of people in your field or business whom you can contact for confidential appraisal.

Special Features:

Limited registration: To insure maximum effectiveness and to provide close personalized attention for each trainee, the group will be kept small.

The Interviewer's Manual: by Henry H. Morgan and John W. Cogger. All persons attending a workshop will receive a copy of this useful publication.

Interview Guidelines: Instructional materials are furnished which facilitate quick and thorough learning and serve as interviewing aids "back home."

Demonstrations: Staged interviews are presented showing the proper methods for conducting an interview. In addition, each trainee does an interpretation of an interview and compares his findings with other trainees, and the instructor.

Practice Sessions: Registrants participate in practice interview sessions where they try out their new techniques and receive valuable feedback from observers.

Team Discounts: Team enrollments are encouraged by giving a 10% discount whenever 3 or more persons register together from a particular location of an organization for a specific Workshop. The value of the Workshop and on-the-job results are enhanced and multiplied when fellow employees share this learning experience.

History of Workshop: The Psychological Corporation was founded in 1921 to apply the principles of psychology to the solution of industrial, educational, and social problems. Many prominent psychologists, educators, and businessmen have played an important part in its founding and growth. It has pioneered in the creation, development, and publication of psychological tests and their use in educational and work settings.

For more than a quarter of a century The Psychological Corporation has been engaged in intensive interview training programs for client companies. Those trained have included line managers, first-line supervisors, and personnel specialists. These people have come from sales, marketing, manufacturing, finance, research, and development. Many of the country's largest and most successful firms have sent participants.

This Workshop is the result of the experiences gained in conducting thousands of interviews of all types at every employment level. It is designed and led by seasoned professionals on our permanent staff who continue to interview on a regular basis. The interviewing methods have been developed and tested over a 25-year period and are constantly being reviewed and up-dated.

WORKSHOP DIRECTORS: John W. Cogger



Dr. Cogger was instrumental in creating and developing the Interview Workshop as an outgrowth of the Intensive Interview Program. Before joining the Industrial Services Division of The Psychological Corporation where he is now Assistant Director, he was Director of Personnel and Industrial Relations with the Celanese Research Company, Rockefeller University, and the Hoover Company, and Counseling Psychologist with Columbia University and Stevens Institute of Technology. In addition, he was on the faculty of Rutgers University. Dr. Cogger is the author of numerous articles on personnel and psychology, and has spoken before many educational, industrial, and professional organizations. He is a Licensed Psychologist, and a member of the American Psychological Association and other pertinent professional societies.

Henry H. Morgan



As Associate Director of the Industrial Services Division of The Psychological Corporation, Dr. Morgan is responsible for the personnel evaluation services offered to a wide variety of business and industrial clients of the Corporation. In addition, he has conducted intensive interview training courses with groups of personnel men and line and staff members of various organizations. Other work experience has included being Supervising Psychologist and lecturer at the University of California, Berkeley.

Dr. Morgan is a Certified Psychologist, a Fellow of the American Psychological Association, and a Diplomate of the American Board of Professional Psychology.

Registration Information

Dates and Locations: See enclosed card giving locations and dates of Workshops.

Time: Workshops will start each morning at 8:30 and end no later than 5:00 p.m.

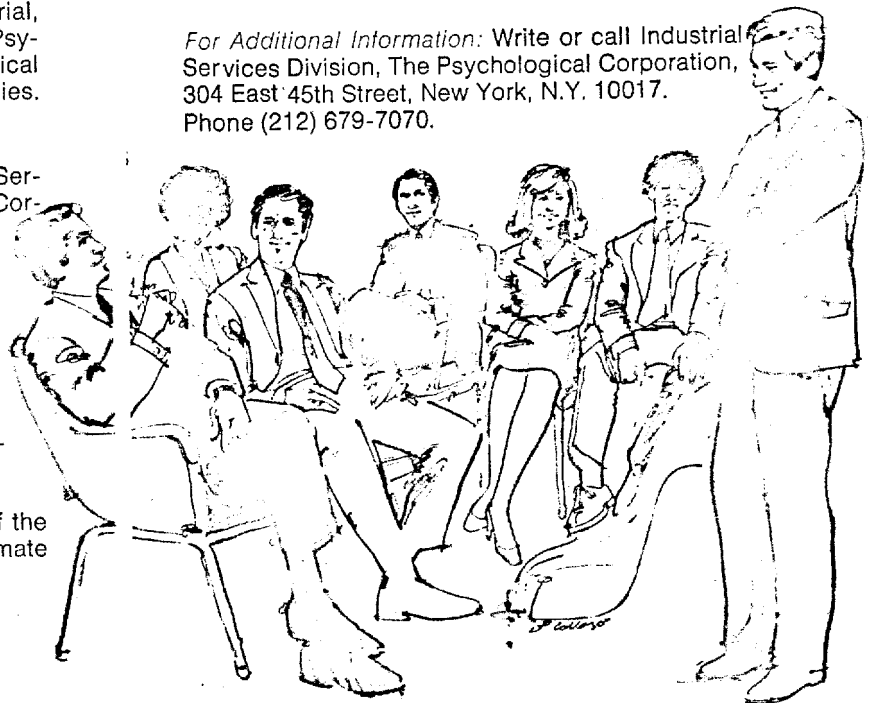
Cost: \$170 per person for a 2-day and \$255 for a 3-day Workshop including text, course materials, refreshments and luncheons, payable at time of registration.

Deadline: 10 days prior to scheduled Workshop, but limitation placed on size of group may force earlier closing date.

To Register: Fill out and return the enclosed Registration Form in self-addressed, postage free envelope with a check made payable to The Psychological Corporation. You are urged to act promptly to assure registration.

Hotel Accommodations: If you are planning to stay overnight, we recommend that you make your reservations directly with the hotel in which the Workshop is being held or one nearby. To obtain the type of accommodations you prefer, you are advised to do this at your earliest convenience. Please indicate that you are attending a Workshop given by The Psychological Corporation when you make your hotel reservations. For Workshops held at the Harcourt Brace Jovanovich Building, Third Avenue at 47th Street, New York City, reservations should be made in the Grand Central area on the east side of Manhattan.

For Additional Information: Write or call Industrial Services Division, The Psychological Corporation, 304 East 45th Street, New York, N.Y. 10017. Phone (212) 679-7070.



Registration for Workshop on
THE SELECTION INTERVIEW
Summer 1973 Series

(Please fill out both sides of this form)

Check Workshop you plan to attend:

BASIC WORKSHOPS

- ☐ May 31-June 1 Hartford
Hotel Sonesta
- ☐ June 7-8 New York City
Harcourt Brace Jovanovich Building
757 Third Avenue (near 47th St.)
- ☒ June 11-12 Greensboro, N.C.
Sheraton Motor Inn
- ☐ June 13-14 Washington, D.C.
Marriott Twin Bridges Motor Hotel

BASIC WORKSHOPS

- ☐ June 25-26 San Diego
Sheraton Half Moon Inn
- ☐ June 27-28 Houston
Hotel Sonesta
- ☒ July 11-12-13 New York City
Harcourt Brace Jovanovich Building
757 Third Avenue (near 47th St.)
- ☐ July 16-17 Milwaukee
The Milwaukee Inn

BASIC WORKSHOPS

- ☐ July 18-19 Cincinnati
Howard Johnson's Motor Lodge
- ☐ Aug. 7-8 Greenville, S.C.
Golden Eagle Motor Inn—Downtown
- ☐ Aug. 9-10 New York City
Harcourt Brace Jovanovich Building
757 Third Avenue (near 47th St.)
- ☐ Aug. 13-14 San Francisco
Clift Hotel

BASIC WORKSHOPS

- ☐ Aug. 15-16 St. Louis
Stouffers Riverfront Inn

ADVANCED WORKSHOP

- ☐ Aug. 20-21 New York City
Harcourt Brace Jovanovich Building
757 Third Avenue (near 47th St.)

Deadline for registration is 10 days prior to Workshop.

Be sure to make note of your Workshop dates, hotel, and city before mailing this card.
The same Workshops will not be repeated in any city on the NYC more than once a year.

THE PSYCHOLOGICAL CORPORATION, INDUSTRIAL SERVICES DIVISION

304 East 49th Street, New York, N.Y. 10017

Phone (212) 679-7070

Three-day Workshops must interview in greater depth and provide for more supervised practice than those lasting two days.

(over)

Registration for Workshop on
THE SELECTION INTERVIEW

Please register me for the Workshop on the other side:

Name _____ Title _____
Organization _____ Street _____
City _____ State _____ Zip _____ Phone No. (____) _____

A check for \$170 for a 2-day or \$255 for a 3-day Workshop, payable to the Psychological Corporation should be enclosed or sent so that it arrives no later than one week before date of Workshop. For your convenience, a postage-free, addressed envelope is provided.

☐ Check enclosed

☐ Check will follow

Cancellations may be made up until one week before the starting date of the Workshop and substitutions may be made at any time, including the first day of the Workshop. However, a charge of \$85 will be made for any cancellation received less than one week before the starting date of a Workshop. If a registrant fails to appear for a Workshop or cancels on or after the date the Workshop begins, payment in full is required. The above fee includes text, course materials, refreshments and luncheons, but not hotel expenses.

6 (over)

INDIVIDUAL
EVALUATIONS

*Personnel
Services
for
Business
and
Industry*

Individual Evaluations provide management with independent, professional analyses of applicants and current employees. Evaluation reports are an aid to managers who must make critical selection or placement decisions. Managers also find the reports useful in developing the potential of subordinates or judging their readiness for promotion.

An evaluation requires one full day and involves testing, an interview with a staff psychologist, and a discussion of the findings with the individual. The basic test battery consists of measures of general, verbal, and mathematical reasoning, plus other specialized aptitude tests when appropriate. Measures of interests and personality are also administered, and results are used to generate hypotheses which are either substantiated or discounted by information gained during the interview.

The interviewer makes an appraisal of the man's experience, training, motivation, personality, and social effectiveness. Also evaluated is the extent to which he is critical, analytical, and imaginative in his approach to problems. At the end of the interview, the findings are discussed with the person with emphasis on vocational assets and areas in which improvement can be realistically accomplished.

The evaluation report which is submitted to the company describes the man's psychological development, strengths and weaknesses, and potential for further advancement. When appropriate, specific suggestions are offered for career planning and management action. In the case of current employees, a supplementary personal digest for the man to review with his line manager is available on an optional basis.

A close liaison between staff personnel and clients allows discussion of manpower problems, job specifications, performance standards, and other matters of mutual concern. Liaison also enables psychologists to tailor their reports to meet special situations.

Assessments are carried out either in the New York office of the Industrial Services Division or at the client's location. When groups of men are to be evaluated, a staff psychologist will arrange to visit the company for as long as a week to test the group one day, to interview two men each subsequent day, and to discuss personnel problems or other matters of mutual concern with the client. In the field, the costs to the client for these services are based on charges of \$350 to \$450 per day for the consulting psychologist plus travel and maintenance.

In the New York office the fees are based on annual earnings, including incentive compensations, of the individual who is evaluated. When the person is a current employee of the client company, the fee is based on his present yearly earnings. In the case of an applicant, the fee is based on the expected annual income he would receive from the company. Charges for evaluation are as follows:

Salary below \$10,000	\$ 170
\$10,000 but below \$15,000	\$ 195
\$15,000 but below \$20,000	\$ 220
\$20,000 but below \$50,000	\$ 270
\$50,000 and higher.	\$ 375

Other charges that may be made, depending on the service and circumstances, are the following:

Personal Digest for the individual (optional). . .	\$ 45
Special Saturday Scheduling (on request)	\$ 35
Cancellation Charge (No Show)	\$ 50
Cancellation Charge (less than two days notice) . .	\$ 25

Prospective clients may review these services with a psychologist by telephone or in conference without obligation. Inquiries for further information and requests for Individual Evaluation appointments should be addressed to:



INDUSTRIAL SERVICES DIVISION
THE PSYCHOLOGICAL CORPORATION
304 East 45th Street, New York, New York 10017
(212) 679-7070

SELECTION WITHOUT PREJUDICE

Please register the following person(s) for The Psychological Corporation Seminar to be held at the Roosevelt Hotel in New York City on July 9 & 10, 1973. Check for \$200 per person, payable to The Psychological Corporation, is enclosed ☐, will follow ☐.

NAME _____ TITLE _____
NAME _____ TITLE _____
ORGANIZATION _____
ADDRESS _____ CITY _____
STATE _____ ZIP _____ TELEPHONE (AC _____) _____

Send completed registration card to:

SELECTION WITHOUT PREJUDICE

Industrial Services Division
The Psychological Corporation
304 East 45th Street
New York, New York 10017

Cancellations may be made until July 2 and substitutions may be made until and including the first day of the Seminar. A charge of \$100 will be made for any cancellation received less than one week before July 9th. If a registrant fails to appear for the Seminar or cancels on or after the date it begins, payment in full is required.


REMINDER: REGISTRATION DEADLINE—JUNE 25, 1973
PAYMENT DUE—JULY 2, 1973

SELECTION WITHOUT PREJUDICE

A seminar on maintaining selection standards and



Complying with Fair Employment Laws.

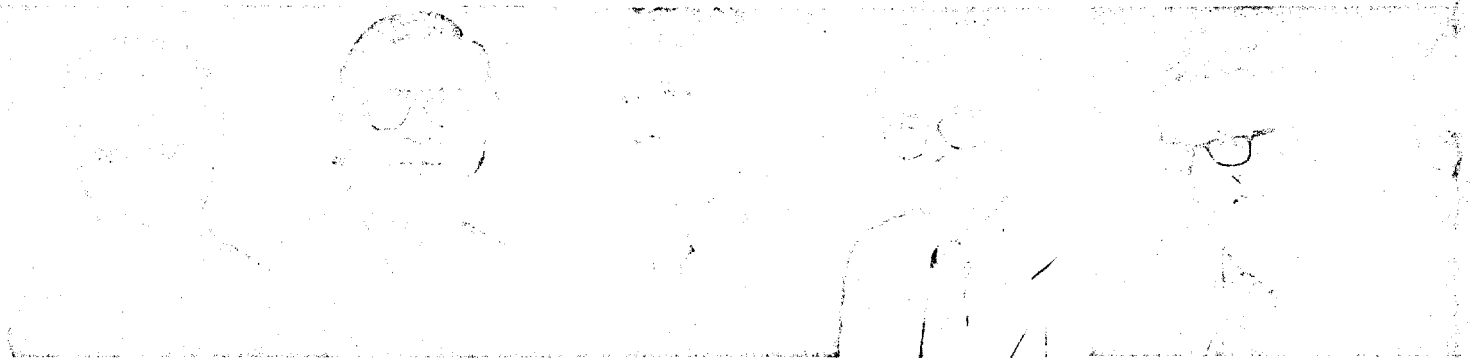
-  What are the legal dangers of inadvertent discrimination in hiring?
- How do you validate your selection testing?
- How do you prepare for a Compliance Review?
- How effective are you in recruiting and hiring minority group members? Women?
- How good and fair are your interviews? Your application forms?
- What records should be kept of your affirmative action efforts?

This intensive short course answers such questions—questions that puzzle personnel specialists and executives who want to hire effective workers within the framework of Federal Laws and Guidelines.

As a private or public employer, you may be vulnerable to costly litigation. It is good business to be well informed about current legislation and to understand its implications for your personnel policies and procedures, including:

- RECRUITING
- SELECTION
- TRAINING
- PLACEMENT
- PROMOTION
- COMPENSATION

From a business point of view, an employer competes in the labor market for potentially capable employees just as much as he competes in the consumer market for the sale of goods or services. The profit or dollar value of goods or services is strongly influenced by the quality of the work force and the effectiveness of the personnel system. A key element in the personnel system is SELECTION. In today's world this means SELECTION WITHOUT PREJUDICE.



Bill Enneis

Mort Spitzer

Steve Gillers

Dick Buchanan

Jack Cogger

Jer

TOPICS

■ Fair Employment Legislation

- The Federal Right to Equal Employment
- The Law and Personnel Testing
- Equal Opportunity trends
- Preparation for Compliance Review

■ Personnel Selection

- Recruiting minority group members
- Application Forms—what is fair and useful?
- Understanding tests
- How to validate your testing
- The interview and fair employment

■ Your Own Special Problems

Help from professionals. In small group sessions, workshop leaders deal with individual concerns and situations.

■ Materials

You will receive materials related to these topics for review in the seminar and for future reference.

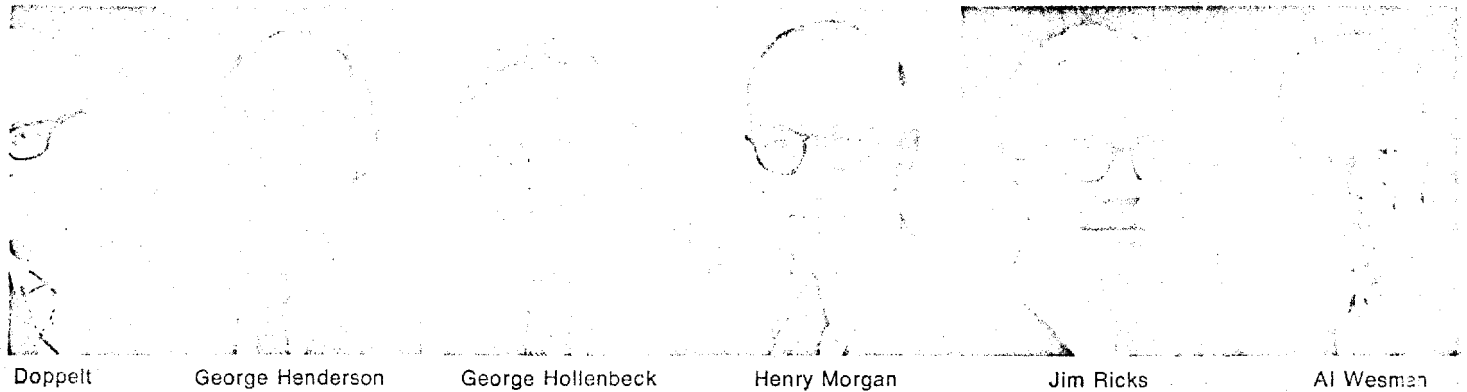
■ Certificate

You will be awarded a certificate upon completion of the seminar, for your affirmative action records.

SEMINAR LEADERS

From Government, Industry, and the Legal Profession

- William H. Enneis, Ph.D., Staff Psychologist, Equal Employment Opportunity Commission, Washington, D.C.
- George W. Henderson, Jr., Ph.D., Manager, Special Personnel Projects, International Telephone & Telegraph Corporation, New York, N.Y.
- Morton E. Spitzer, Ph.D., Associate Director of Management Development and Research, Prudential Insurance Company of America, Newark, N.J.
- Stephen Gillers, J.D., Director of Committee for Public Justice, affiliated with the ACLU Foundation, New York, N.Y.



FEELING LEADER

From The Psychological Corporation

- Richard G. Buchanan
- John W. Cogger
- Jerome E. Doppelt
- George P. Hollenbeck
- Esther R. Hollis
- Henry H. Morgan
- James H. Ricks, Jr.
- Alexander G. Wesman

Staff members of The Psychological Corporation hold doctoral degrees in Psychology. They have had broad training in the behavioral sciences and are experienced in the development, use, and validation of tests in industry. In addition, various staff members have worked in a number of industrial settings or functions, including management, engineering, production, sales, marketing, and employee relations. Those experienced in employee relations, have had responsibilities for recruitment, selection, placement, and compensation, as well as training and development of personnel.

DETAILS

The Seminar will be held on Monday and Tuesday, July 9 and 10, 1973, at the Roosevelt Hotel, Madison Avenue and 45th Street, New York, N.Y. 10017

REGISTRATION

The fee of \$200 per person includes tuition, course materials, luncheons and refreshments. Complete and send the enclosed card to arrive not later than June 25. Your check, payable to The Psychological Corporation, may be enclosed or sent to arrive not later than July 2.

ACCOMMODATIONS

Arrangements have been made for the Roosevelt Hotel to hold a limited number of rooms for registrants. To take advantage of a reduced rate, contact Mr. H. A. Bubendey, Assistant Banquet Manager, and mention The Psychological Corporation Seminar. Roosevelt Hotel WATS number: (800) 221-2690

FOR ADDITIONAL INFORMATION

Write or call Industrial Services Division, The Psychological Corporation, 304 East 45th Street, New York, New York 10017. Phone (212) 679-7070

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